Influences on Navy Retention
Brief for DACOWITS

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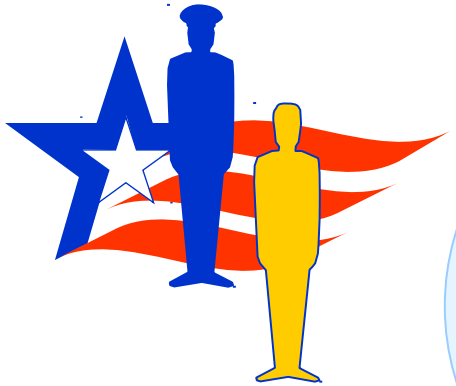
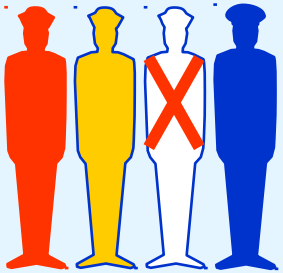
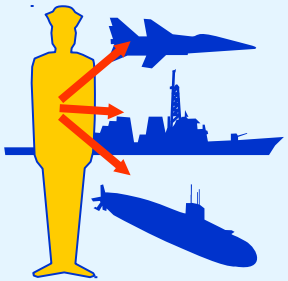
Navy Personnel Research, Studies, & Technology

Accessioning Process

NPRST







Contact with Recruiter → **Selection** → **Classification** → **Swear-in/ DEP**

- **Ability screens**
- **Moral, financial, and educational screens**

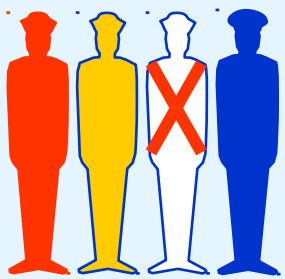
- **ASVAB/CAT**
- **Background affidavits**
- **Medical exam**

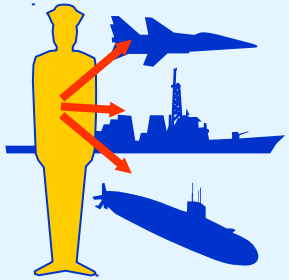
- **Job & Career Info**
- **School guarantee**
- **Ship date**

- **Swear-in**
- **Delayed Entry Program**
- **Ship to RTC**

Whole Person Assessment

NPRST





Selection **Classification**

- **Job Satisfaction**
- **Career Progression**
- **Retention**

- **Adaptability Screening**
- **1st Watch**
- **Argus**

- **Job Interests (JOIN)**
- **RIDE**

Argus Operational Problem

NPRST

- Navy lacked an effective transition survey
- Current administrative databases:
  - Provide limited data on real causes of attrition
  - Loss codes applied inconsistently
  - Does not allow multiple reasons for leaving
  - No comparable data from those who are staying
- Useful data not readily available to commanders to act upon or evaluate retention efforts

What is Argus…

- **Argus was a creature from Greek mythology with 100 eyes, only 2 closed at a time when sleeping; so Argus was always vigilant, watchful, and monitoring**
- **The name reflects our concept**

  Argus is a continuous survey of transitioning Sailors
  - **Not periodic, not in response to problems, but taken near the time a decision or transition has occurred**
    - **Throughout a Sailor's career**
  - **It is a distant sensor, continuously monitoring the**
    - **Reasons people are leaving and staying in service**
    - **Attitudes about Navy work, life, careers, and leadership**
    - **Intentions to leave or stay at the next decision point**
  - **Web-based with access from shore commands and ships at port with internet connectivity**

Key topics for branching

NPRST

Branching tailored to each respondent and reduces survey time

- Promotion/Advancement Opportunities
- Career Assignments
- Command Climate
- Time Away from Home
- Recognition (FITREPS/ Evaluations, Awards)
- Maintenance and Logistic Support
- Current Job Satisfaction
- Housing
- Impact on Family
- Pay and Retirement
- Medical/Dental Benefits
- Other Benefits (Leave, Education, Commissary, Exchange)
- Navy Culture (Regulation/ Discipline/Standards)
- Leadership
- Civilian Job Opportunities

Tied to Personnel Data

NPRST

- **Quality condition checks**
  - **Are we losing the right people?**
  - **Are we keeping the right people?**
  - **Are influencing factors different for high/low performers?**
- **Context condition checks**
  - **Do specific events lead to separation or retention?**
- **Binds intentions and behavior**
  - **Do stated intentions lead to behavior?**
  - **Are intentions to leave/stay the reasons people leave/stay?**
- **Allows for targeted, better policy making**

Who Responded

- **Data query on all data from 1 Jul 01 thru 4 Dec 02**

  38,317 usable responses

  Sample not representative of entire Navy

  - **Deployed ships**
  - **Full range of transition points**

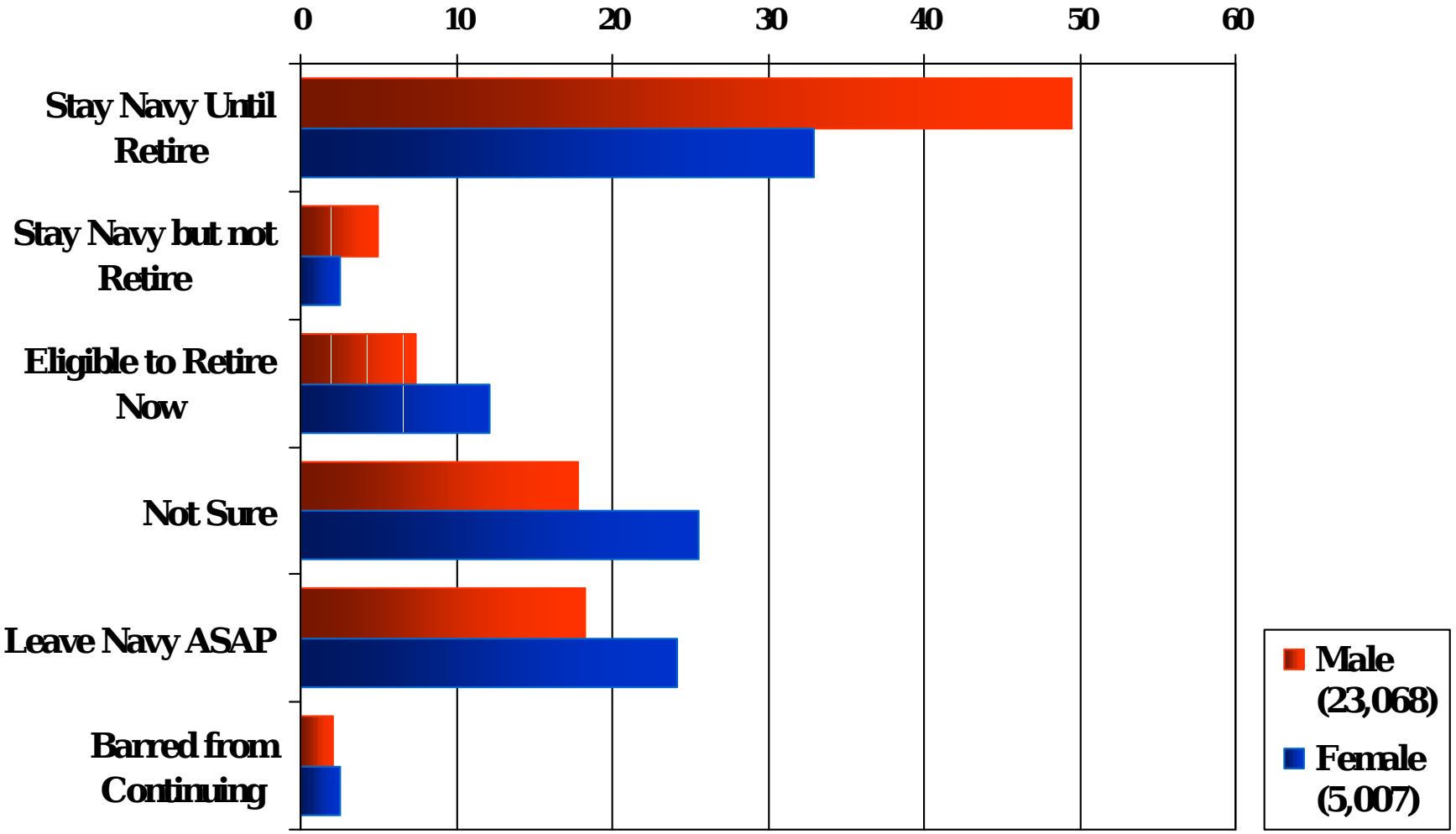
- **Rank Group**

Rank Group	N	% of Sample
Enlisted	34,200	89%
Warrants	172	<1%
Officers	3,527	9%

Officers and Warrants combined in analysis

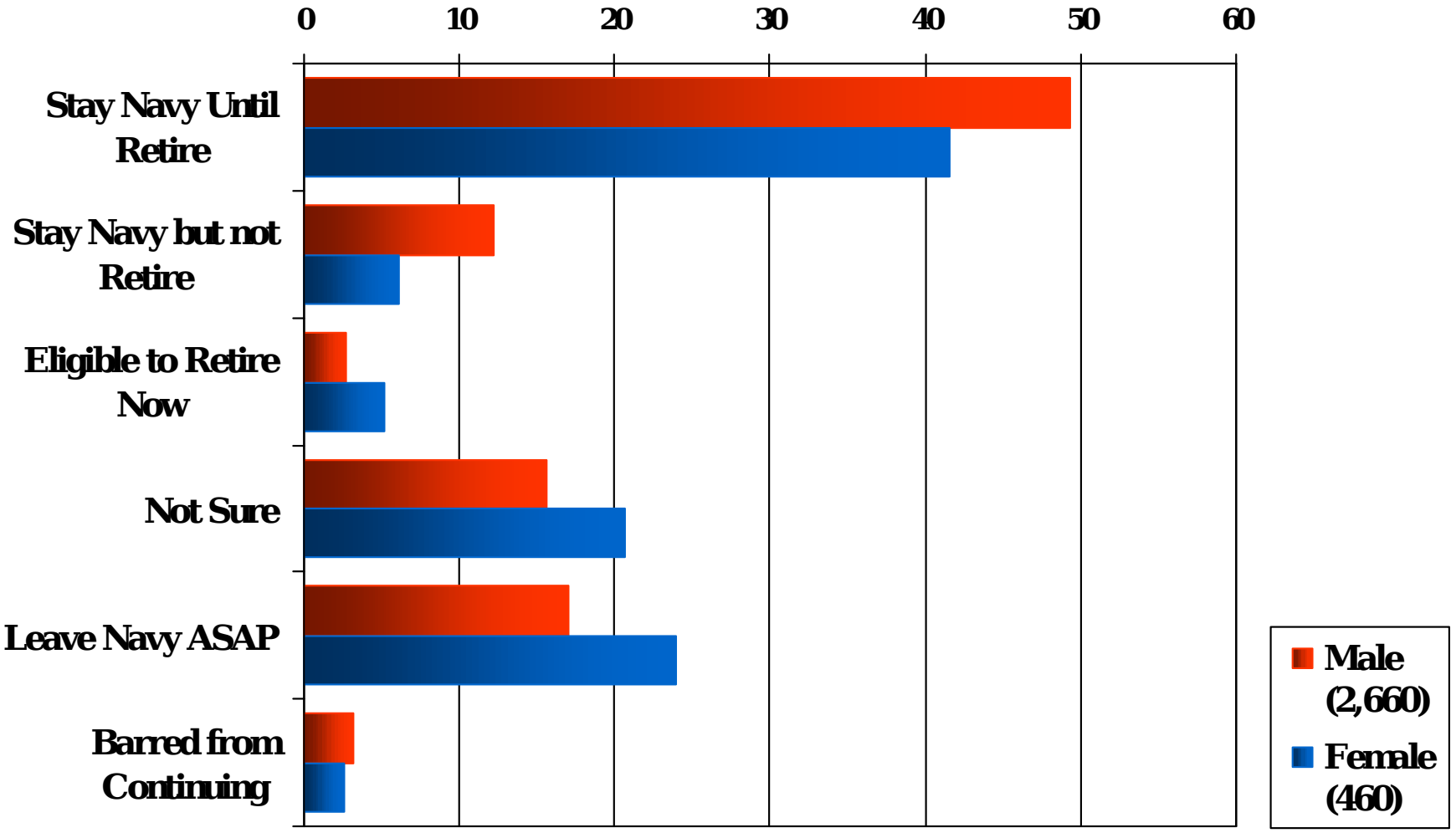
Career Intentions for Enlisted

NPRST



Argus data
12/4/02

Career Intentions for Officers



Argus data
12/4/02

Important Influences to Stay--Enlisted

NPRST

Males (N=25,894)	Females (N=5,650)
1. Your medical benefits	1. Your medical benefits
2. Family support for career	2. Educational benefits
3. Current job satisfaction	3. Your dental benefits
4. Educational benefits	4. Amount of leave you receive
5. Advancement/Promotion Opportunities	5. Current job satisfaction
6. Amount of leave you receive	6. Family support for career
7. Medical care for family	7. Medical care for family
8. Your dental benefits	8. Advancement/Promotion Opportunities
9. Job interest	9. Job interest
10. CPO leadership quality	10. Value of your benefits

Important Influences to Stay-- Officers

NPRST

Males (N=2,943)	Females (N=523)
1. Current job satisfaction	1. Your medical benefits
2. Family support for career	2. Amount of leave you receive
3. Advancement/Promotion Opportunities	3. Family support for your career
4. Job interest	4. Advancement/Promotion Opportunities
5. Immediate supervisor leadership quality	5. Amount of pay received
6. Senior officer leadership quality	6. Your dental benefits
7. Level of responsibility in job	7. Job interest
8. Camaraderie in unit	8. Senior officer leadership quality
9. Your medical benefits	9. Satisfaction with current job
10. Level of job challenge	10. Value of your benefits

Argus data 12/4/02

Important Influences to Stay

NPRST

- **Benefits**

  Sailors seem to appreciate benefits; medical, dental, and educational benefits get high ratings.

- **Current job**

  Sailors seem to be attending to aspects of current job, such as satisfaction and promotional opportunities, and these are reasons to stay for about half of the respondents.

- **Family**

  Support from family for career and medical benefits for family members are positive

Important Influences to Leave--Enlisted

NPRST

Males (N=25,894)	Females (N=5,650)
1. Advancement/Promotion Opportunities	1. Unit Morale
2. Amount of pay received	2. Recognition of job accomplishments
3. Recognition of job accomplishments	3. Advancement/Promotion Opportunities
4. Unit morale	4. Trust in Navy leadership
5. Trust in Navy leadership	5. Current job satisfaction
6. Satisfaction with current job	6. Amount of pay received
7. Red tape to do the job	7. Control over PCS assignments
8. Control over PCS assignments	8. Impact of Navy career on family
9. Availability of supplies	9. Separation from family/friends
10. Hours at sea to get the job done	10. Job interest

Important Influences to Leave--Officers

NPRST

Males (N=2,943)	Females (N=523)
1. Advancement/Promotion Opportunities	1. Unit morale
2. Availability of supplies	2. Red tape to do the job
3. Trust in Navy leadership	3. Advancement/Promotion Opportunities
4. Red tape to do the job	4. Current job satisfaction
5. Impact of Navy career on family	5. Trust in Navy leadership
6. Control over PCS assignments	6. Senior officer leadership quality
7. Current job satisfaction	7. Immediate supervisor leadership quality
8. Recognition of job accomplishments	8. Department head leadership quality
9. Impact of PCS moves on spouse career	9. Availability of supplies
10. Separation from family/friends	10. Number of personnel to do job

Important Influence to Leave

- **Pay**

  Amount of base pay, amount of BAH, and amount of sea pay, among enlisted personnel

- **Assignments**

  Lack of variety of job choices offered for enlisted personnel.

- **Leadership**

  Leadership, at all levels, weakest in recognizing/rewarding work and support for professional and personal development

- **Material and personnel support**

  Lack of supplies and personnel noted at all levels.

Stay/Leave Influences

NPRST

	Reasons to Stay	Reasons to Leav
Male Enlisted	Personnel Benefits Job Characteristics Family	Job Characteristics Pay Command Climate
Female Enlisted	Personnel Benefits Job Characteristics Family	Job Characteristics Pay Command Climate
Male Officers	Job Characteristics Family Leadership	Family Job Characteristics Leadership
Female Officers	Personnel Benefits Family Job Characteristics	Leadership Command Climate Job Characteristics

Influences on Female Officer Attrition

NPRST

- **Job Characteristics**
  - **Female officers more frequently report satisfaction with current job as influence to leave**
    - **Level of responsibility, job challenge and interest in current job lower than for male officers**
- **Leadership**
  - **1 in 3 female officers (compared with 1 in 6 male officers) report quality of leadership of their immediate supervisor as influence to leave**
- **Command Climate**
  - **Unit morale, communication within unit, and balance between work and personal time more frequently mentioned by female officers than male officers as influences to leave**